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Contents

		Paragraphs	Page
I.	Situation analysis	1–5	2
II.	Past cooperation and lessons learned	6–8	3
III.	Proposed programme	9–28	3
IV.	Programme management, monitoring and evaluation	29–33	6
Annexes			
I.	Results and resources framework for Colombia (2008-2012)		8
II.	Acronyms		21

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I. Situation analysis

1. Colombia, a middle-income country, has made significant progress in recent years in terms of public safety, social investment and economic stability. Its achievements are reflected in greater State control of the national territory, the individual and collective demobilization of 43,000 members of illegal armed groups, increased funding for social investment and a strong economic recovery process with a growth rate of 6.87 per cent in 2006.

2. These results still offer significant challenges. Forms of inequity and exclusion permeate national life. Overall, it will be possible to reach the Millennium Development Goals, one reason being that they are included in the commitments of the national development plan for 2006-2010. The challenge, however, lies in bridging the gaps between social groups, regions, ethnicities and genders, as well as between rural and urban areas. For example, according to Colombia's report on the Millennium Development Goals,[1] 7 per cent of the population of Bogotá lived below the poverty line in 2004, while the figure for Chocó was 42 per cent.

3. Particular mention should be made of the Government's commitment to achieving the Millennium Development Goals earlier than 2015, if possible, and to implementing the proposals of the Poverty Mission, which was supported by UNDP. Between 2000 and 2006 poverty indicators were reduced from 56 per cent to 45.1 per cent, and the goal was to reach 39 per cent by the end of the current presidential term (2010). The Government plans to lift 1.6 million families out of extreme poverty in four years, a strategy that is benefiting the poorest of the poor, those displaced by the violence caused by the conflict with illegal armed groups. The free trade agreements with Central American countries, Chile and the United States that are in the process of being approved offer challenges in view of the need to strengthen productive capacities and adapt them to the new conditions for international integration.

4. As for democratic governance, the priority is still to balance the varying situations in the national territory, which are apparent in the contrast between the advanced institutional framework in some cities and the very fragile institutions in regions that are strongly affected by the violence, which makes local governments vulnerable to take-over by illegal groups.

5. Colombia will have to overcome the internal violence generated by the conflict with illegal armed groups and its consequences, including violations of human rights and international humanitarian law. Drug trafficking, terrorist activities and organized crime are a hindrance to democratic institutions and an obstacle to socio-economic development. There is concern about the reinsertion process and about the need for sustainable national reconciliation. Drug trafficking weakens the entire democratic system by undermining confidence in the State, the justice system, culture, citizen participation, administrative transparency and the exercise of politics.

[1] National Planning Department — United Nations System in Colombia, *Hacia una Colombia equitativa e incluyente. Objetivos de Desarrollo del Milenio. Informe de Colombia*. Bogotá, 2006, pp. 25 and 26.

II. Past cooperation and lessons learned

6. During the 2002-2006 period, UNDP cooperation covered three areas: democratic governance, social development and poverty reduction/environment; and reduction in the incidence of complex emergencies. In order to give value added to its projects, and in order to complement governmental and territorial measures, the UNDP Office collaborated with authorities, civil society entities and international cooperation agencies in national capacity-building. The goal was to promote policies and projects that would help to consolidate human development, support coexistence and ensure the protection of human rights.

7. The Assessment of Development Results conducted between July and August 2006, which is reflected in the report submitted in January 2007, was essentially used to guide and clarify the new Programme. The analysis suggests that support be given to national- and local-government initiatives to achieve the Millennium Development Goals, proposals for public policies based on the Human Development Reports, enhanced coordination of international cooperation and establishment of links between the Government, international cooperation agencies and civil-society organizations, especially through the Intergovernmental Group of Twenty-four on International Monetary Affairs and Development. Support was provided for initiatives to disseminate knowledge and policy impact strategies by establishing alliances with the media. Initiatives such as the Reconciliation and Development Programme (REDES) contributed methodologies to encourage local reconciliation and development processes in collaboration with donors and national entities. Efforts were made to develop strategies for local and regional intervention to contribute to achieving the Millennium Development Goals, local development, democratic governance and the reconciliation debate.

8. The Assessment pointed to a number of problems, including the need to adopt a risk assessment culture and practice, carry out impact assessment and clarify the value added. On the basis of the lessons learned, the UNDP Office will focus its attention for the 2008-2012 cycle on projects and programmes that benefit the most vulnerable and disadvantaged groups in Colombia, such as displaced, indigenous and Afro-Colombian populations, and women. The new programming process will take the Millennium Development Goals as the strategic axes for cooperation in order to achieve substantive inputs and will be coordinated with the Government's strategic programme and with agencies of the United Nations system.

III. Proposed programme

9. The Programme for the new cycle takes the national development plan as its starting point and is part of the Government's international cooperation strategy for 2007-2010. The general guidelines for the work of the UNDP Office and the extent of the cooperation programme will depend on the legal framework, which is currently being considered and which will determine whether multilateral organizations can cover the costs of State-funded projects and programmes.

10. The UNDP Office follows the criteria of the Paris Declaration on Aid Effectiveness in its cooperation efforts and supports the following basic principles: coordination and alignment of cooperation, South-South cooperation, national capacity-building and country ownership of projects and programmes. It places its

convening authority at the disposal of the country in order to promote initiatives and mobilize resources, as well as to design and implement inclusive public policies, and to provide coordination between the local and national levels.

11. As development can only be the result of joint action spearheaded by the Government, the UNDP Office will work in a coordinated manner with the agencies of the United Nations system, especially on issues such as the Millennium Development Goals, the strengthening of territorial institutions and actions relating to electoral matters. It will also channel emergency response work towards sustainable development solutions.

12. The main criteria for intervention are: (a) a human-rights perspective that strengthens national and territorial capacities for applying the relevant principles and practices. Efforts will be made to foster gender equity and special attention will be given to vulnerable and disadvantaged groups, by applying cross-cutting strategies and including them in territorial programmes, especially those related to the Millennium Development Goals, work with victims and economic development; (b) a local perspective, to generate participatory processes, social inclusion and mechanisms for territorial development which are coordinated with national public policies in the context of their legal purviews. In this connection, the UNDP Office will provide technical cooperation in the thematic areas indicated below.

A. Poverty reduction, the Millennium Development Goals and sustainable development

13. The UNDP Office will operate at two levels in order to contribute to poverty reduction and to address sectoral gaps. The first level consists of support for disadvantaged social groups and development of national capacities to achieve the Millennium Development Goals, giving special attention to cooperation with the Government in its poverty reduction programmes.

14. The second level includes support for an inclusive process of economic development that strengthens competitiveness and expands opportunities for disadvantaged groups. The Office will support, inter alia, efforts to find ways of creating employment; strengthening of productive and public benefit organizations; economies of scale for competitiveness; and policies that benefit women, Afro-Colombians, indigenous peoples and rural communities, especially those situated in the most vulnerable areas. Together with other agencies of the United Nations system, it will give special attention to the transition from emergency response for displaced populations to sustainable solutions for generating income and social services.

15. The Office will continue to provide technical assistance for national capacity-building in maintaining environmental sustainability, as this is a fundamental component of poverty reduction. It includes strengthening of the agencies responsible for reducing the negative impact of climate change and support for policies to reduce ozone-depleting emissions and to encourage the sound management of all kinds of polluting wastes. The Office will cooperate in the conservation of strategic ecosystems that guarantee environmental sustainability in Colombia through both the National Protected Areas System and integrated water resources management. Again with a view to preserving the environment, it will

support alternative development projects that seek to reduce areas sown with illicit crops and to mitigate poverty through innovative initiatives such as ecotourism.

16. The UNDP Office will continue to cooperate in preparation for disasters and complex emergencies (which are aggravated by social factors such as poverty and environmental degradation) and development of the relevant capacities, adopting an integrated risk management perspective.

B. Democratic governance

17. In relation to the country's problems with democratic governance, the UNDP Office will support capacity-building in public management at the local, regional and national levels in the context of the full exercise of political citizenship. Accordingly, it will support the capacities of public institutions to perform better in terms of administrative and financial efficiency, transparency, planning and management.

18. In order to encourage new leadership, the Office will support the formulation of participatory strategic goals for land-use planning and regulation, giving special attention to rural areas, and will strengthen the use of participatory mechanisms in policymaking, in particular to ensure the participation of vulnerable groups.

19. In view of its capacity to facilitate the strengthening of democratic governance by means of public policy analysis and proposals, the Office will support the preparation of human development reports, in addition to the completion of current regional reports and the beginning of work on new ones, at both the national and regional level.

20. The Office will support the strengthening and autonomy of the justice system especially in its capacity to provide care for victims of violence and ensure the effective defence of human rights. It will also support mechanisms for transitional justice.

21. The Office will support reform of the political and electoral systems through mechanisms for dialogue and technical assistance. In order to promote democratic governance, there will be support for alliances with media agencies which have received prior training.

C. Development, peace and reconciliation

22. In view of the complexity of the internal violence generated by the conflict with illegal armed groups, the Office will support processes for strengthening democratic institutions, peacebuilding and the promotion of coexistence that facilitate the transition to human development, mitigation of the effects of the violence and comprehensive care for the victims, in a perspective of reconciliation.

23. An essential requirement for this cooperation programme is coordination with the national Government, the institutions involved and other multilateral and bilateral cooperation agencies. The Office will collaborate very closely with the agencies of the United Nations system in the areas of intervention.

24. The Office will foster processes for strengthening democratic institutions, peacebuilding and the promotion of coexistence. It will encourage human

development strategies and social and institutional processes for the non-violent resolution of social conflicts: it will support capacity-building in national and regional public institutions for public policymaking and programme implementation. It will help to create the conditions for capacity-building in civil-society entities for promoting coexistence and peace. It will promote forums for cooperation and dialogue between entities of the State, civil society and the international community on issues of development, coexistence and reconciliation. It will support processes of analysis, debate and consensus-seeking, communication and creation of a culture of peace, as well as recognition and dissemination of good practices in social peacebuilding, promotion of a culture of coexistence and strengthening of democratic values.

25. In order to reduce the risks and mitigate the impact of the violence, the Office will support the social, political and economic empowerment of the population groups that are the most vulnerable, excluded and affected by the internal violence generated by the conflict with illegal armed groups. In this connection, it will cooperate in capacity-building for the State and civil society to alleviate situations of vulnerability; it will promote, together with the Government, agencies of the United Nations system and other partner entities, strategies for comprehensive services in relation to landmines and prevention of the displacement and recruitment of minors; it will support the creation of opportunities, initiatives and strategies for labour integration and processes for the restitution of earning assets in order to facilitate economic recovery for the most vulnerable groups; and it will promote rehabilitation and community development initiatives in order to facilitate the reintegration and reconciliation of communities in the areas affected.

26. In order to preserve the memory and dignity of the victims, the Office will support capacity-building for the State in order to preserve their rights to truth, justice and reparation, through processes of reconciliation in line with international standards and the commitments made by Colombia. It will support the identification and organization of victims in order to guarantee protection of their rights and will increase their visibility to public policymakers.

27. These actions will take into account the differential effects of the violence on women and will therefore promote their active participation in building initiatives for coexistence and reconciliation in institutional and social forums.

28. UNDP will support REDES and other projects that share its philosophy, including the Peace Laboratories and the Development and Peace Programmes and other similar territorial initiatives for peace and development.

IV. Programme management, monitoring and evaluation

29. Management by the UNDP Office will be results-based and will pursue the following goals:

- In their design and implementation, the interventions of the Office should actively promote local capacity-building and ensure the best possible impact of cooperation efforts;
- There should be systematic monitoring and evaluation of the interventions and the results obtained by the Programme; the UNDAF framework for monitoring and evaluation will serve as a guide;

- Coordination should be ensured with the agencies of the United Nations system and other partners, in accordance with the Paris Declaration.

In conjunction with the Ministry of Foreign Affairs and the Presidential Agency for Social Action, the Office will conduct annual evaluations of the progress of the Programme. There will be periodic and regular visits to the programmes and projects being implemented and written reports will be provided on the findings of such visits.

30. New opportunities will be sought for joint programming in the areas covered by UNDAF. The interventions will have a clear territorial approach as a vital link between the different levels of State management (national, departmental and municipal) and as a forum for coordination with agencies of the United Nations system.

31. In accordance with the Paris Declaration, the UNDP office will support enhanced coordination and harmonization to increase efficiency, reduce transaction costs and make the best possible use of resources. Collaboration with other partners will be maximized to ensure synergies, especially with the agencies of the United Nations system, and also with other international cooperation bodies, the private sector and government entities, in order to multiply the effects of the interventions. Resources will be mobilized in the context of UNDAF and the present document, in order to consolidate efforts on issues of concern to the multilateral institutions, bilateral cooperation agencies and international financial institutions.

32. The Office will evaluate the results and will periodically send the evaluations to the other partners, including counterpart government entities.

33. For the 2008-2012 period, an allocation of $6,123,000 from UNDP regular resources is planned. The UNDP Office, in collaboration with the Government, will also make the necessary arrangements to mobilize additional resources.

Annex I

Results and resources framework for Colombia (2008-2012)

Programme outcomes	Programme outputs	Output indicators, baselines and targets	Role of partners	Resources (indicative numbers) (in millions of dollars)
Area: Poverty and sustainable development				
UNDAF outcome: National capacities will have been strengthened in order to increase access to and use and quality of social and production services in an equitable manner in disadvantaged regions and vulnerable groups Extreme poverty				
National, regional and local capacities are strengthened in order to achieve the MDGs and reduce levels of poverty and inequality *Indicator 1*: Degree of progress towards the MDGs *Baseline*: CONPES document No. 091 *Target*: 100 per cent of the MDGs achieved *Indicator 2*: Increased income of families living in extreme poverty *Baseline*: Initial study/survey *Target*: A 10-20 per cent increase over initial income level	The national and regional institutions have acquired instruments and knowledge with a view to the formulation and implementation of policies, initiatives and projects to combat urban and rural poverty National and regional government institutions, the private sector, civic organizations, academic institutions and the media have been helped to play a role in the formulation and implementation of strategies for achievement of the MDG	Number of national and regional institutions that use the knowledge acquired *Baseline*: N/A *Target*: 15 per cent of the country's municipalities Number of draft national policies adopted by the Government *Baseline*: Two documents (CONPES 091 and 102) *Target*: Direct support provided for the preparation of four CONPES documents Percentage of departments and municipalities with development plans based on the MDGs *Baseline*: N/A *Target*: 30 per cent of departments and 20 per cent of municipalities Regional and national reports on progress towards the MDGs *Baseline*: One regional report *Target*: Seven regional reports	Municipal governments, Acción Social, DANE, DNP Departmental governments Ministry of Social Welfare Ministry of Trade, SENA DANSOCIAL Office of the United Nations High Commissioner for Refugees (UNHCR), UNFPA, UNICEF, ILO, Economic Commission for Latin America and the Caribbean (ECLAC), World Food Programme (WFP), Food and Agriculture Organization of the United Nations (FAO), United Nations Educational, Scientific and Cultural Organization (UNESCO), UNODC, UNIDO World Health Organization (WHO), Global Compact	0.1 TRAC (core) 1.0 FSH 1.0 BILAT 2.0 CS 2.0 MDGF 0.5 TTF 2.0 BILAT 2.0 CS

		Baseline: One national report *Target*: Two national reports	Embassies of Sweden, United Kingdom and Spain	
		Number of MDG-related initiatives involving the public sector, the media and academic circles *Baseline*: N/A *Target*: 50	Chamber of Commerce, unions, private sector, equalization funds Universities	
	Support is being provided to mechanisms for the promotion of regional economic development in economically disadvantaged areas on the basis of their production potential, linkages and territorial marketing, including alternative development initiatives, with special emphasis on Afro-Colombian groups, and women.	Number of regional domestic strategies strengthened *Baseline*: 0 *Target*: Four regions An income, job and initiative generation model is being formulated and implemented *Baseline*: Model designed for one region *Target*: Models designed and applied for three regions Number of economic solidarity organizations supported and established in order to take advantage of existing institutional opportunities *Baseline*: N/A *Target*: 300 in regions covered by UNDP projects Number of production projects launched in cooperation with the private sector *Baseline*: 2 (FUNCARBÓN, El Cinco) *Target*: 10 projects		0.4 TRAC (core) 1 2.0 BILAT 3.0 MDGF 1.0 CS

		Number of UNDP-proposed agreements signed and being implemented *Baseline*: 3 (KEDAHDA, UNIEXTERNADO, CAFAM) *Target*: 5		
Sustainable development				
National capacities are strengthened in order to promote environmental sustainability, comprehensive disaster risk management and sustainable spatial planning *Indicator*: The Regional Protected Areas System in operation and attached to the National Parks Department of the Ministry of Environment, Housing and Territorial Development *Baseline*: 0 *Target*: Regional system in operation *Indicator*: A land planning instrument, adapted to local conditions, has been designed and implemented *Baseline*: 0 *Target*: Implementation of the instrument in five municipalities and in the capital district	Training and support are provided to public institutions and civil society in order to address and reduce the negative impact of climate change, depletion of the ozone layer, and solid waste and persistent organic pollutant management with a focus on the conservation, restoration and sustainable use of strategic ecosystems and the provision and rational, efficient use of energy	Extent of achievement of the targets established for Colombia in the Montreal Protocol *Baseline*: 69 per cent of the 2001 *Baseline* *Target*: 100 per cent Number of campaigns launched in order to increase awareness of Colombia's environmental problems, climate change and the ozone layer *Baseline*: 0 *Target*: Three campaigns conducted Number of financial initiatives for global mechanisms *Baseline*: Three initiatives ongoing *Target*: Two more initiatives Marine area management and conservation initiatives with a view to their financing by international mechanisms *Baseline*: 0 *Target*: One initiative formulated Strengthening of the Regional Protected Areas System in the mountainous areas of Colombia *Baseline*: The Regional System of Protected Mountain Areas has been designed	IDEAM, Ministry of Environment, Housing and Territorial Development, INVEMAR, UAEPNN Ministry of the Interior DNP FAO, United Nations Environment Programme (UNEP), UNICEF, UNODC GEF, Montreal Protocol, BILAT (Netherlands, Sweden, Spain, United Kingdom, United States of America) ACOPI, ANDI, indigenous organizations National University Municipal governments Bogotá municipal government DAP/DPAE Departmental governments IDEAM, IGAC	6.5 GEF 1.0 Montreal Protoco' 0.323 TRAC (core) 1.2 CS 2.0 MDGF 1.2 CS

		Target: The Regional System is operational	Ministry of the Interior	
		Number of initiatives for the preservation and use of traditional knowledge as an element of culture and ecosystem conservation	Ministry of Environment, Housing and Territorial Development	
		Baseline: One initiative proposed	OSSO, IDEA	
		Target: The initiative has been designed	National University	
		Number of initiatives promoting the rational use of ecosystems being implemented	Nariño University	
		Baseline: One initiative proposed		
		Target: One initiative implemented		
	Public institutions and civil society are helped to update and implement the comprehensive risk management regulatory framework, focusing on the analysis and sharing of experience and knowledge in the area of land management	Proposal to update regulations in cooperation with the relevant bodies		0.5 TRAC (core) 3 1.5 CS 1.0 MDGF
		Baseline: CONPES is submitting guidelines for regulations		
		Target: A strengthened proposal for the updating of SNAPD regulations		
		Disaster response preparedness capacity-building programme		
		Baseline: Previously provided assistance has identified the need for DAP/DPAE capacity-building		
		Target: A pilot disaster response preparedness programme is being implemented in Bogotá		
		Systematization and awareness-raising campaigns aimed at reducing disaster risks		
		Baseline: Highly localized campaigns		
		Target: Implementation of two awareness-raising campaigns (programmes) with a view to risk reduction		

Area: Democratic governance				
UNDAF outcome: State institutions at the national and regional levels will have improved their effective, democratic functioning by the end of the five-year period.				
Rule of law and governance				
Local, regional and national public management capacities and citizens' exercise of political power are being developed *Indicator*: Improvement in the transparency and fiscal performance indicators for the bodies assisted *Baseline*: Municipal transparency outcomes and 2006 fiscal performance indicator *Target*: A 20-point improvement in each indicator	National and regional institutions are trained and supported in order to improve their transparency, administrative and financial efficiency, participatory and citizen review mechanisms and planning and management capacities	Number of municipalities/national institutions/officials trained *Baseline*: Activities not systematized or quantified *Target*: 30 municipalities, 10 national institutions and 500 officials Number of municipalities that have incorporated systematic management guidance and assessment mechanisms into their work *Baseline*: Non-systematic activities *Target*: 30 municipalities Number and severity of tax judgements handed down against State bodies and municipalities assisted Number of municipalities with participatory management, budgets and accountability *Baseline*: Two municipalities with participatory budgets *Target*: 30 municipalities Regional planning councils and equivalent sectoral bodies strengthened	Acción Social DNP, ESAP, Attorney-General's Office Departmental governments Judiciary Ministry of Housing Ministry of Justice Ministry of the Interior Municipalities Monitoring bodies Electoral organization Federation of municipalities, departmental governments and councillors Private sector, churches	0.1 TRAC (core) 2.2 BILAT 340.0 CS 3.0 MDGF
	In cooperation with regional bodies and with the community, technical assessments, strategic plans and proposals on urgent issues are being prepared as input into	Recognition of the regional human development reports as an instrument for coordination of State goals *Baseline*: One report issued *Target*: Six reports issued	Human rights NGOs Victims' organizations Peace movements	0.1 TRAC (core) 2.5 BILAT 1.5 CS 0.3 TTF

	regional participatory planning processes, focusing on capacity-building and new leadership are being implemented	Number of functioning observatories/information systems that empower public opinion and organizations of civil society *Baseline*: Activities not systematized *Target*: 20 initiatives under way Number of initiatives for the provision to young people, women and representatives of ethnic groups of training in participation, human rights and leadership *Baseline*: Local development (3), REDES (10) and INCIDE (2) initiatives *Target*: 30 local initiatives	GTZ, USAID, RINDE, Holland, Canada, Switzerland, Spain, USAID, European Union, United Nations system, UNHCR, UNIFEM Ministry of the Interior Media, political parties University of the Andes, Pontifical Javerian University	
Improvement in the institutional capacities of the Government and society in order to ensure full respect for human rights in Colombia. *Indicator*: Degree of confidence in the justice system's approach to human rights and peace, on the part of State bodies and organizations of civil society *Baseline*: Initial survey *Target*: Increased confidence on the part of 10 per cent of these bodies	The national public institutions responsible for the promotion and protection of human rights receive training and support in order to improve their capacity to guarantee the exercise of and ensure respect for human rights in Colombia.	Number of international cooperation agencies, State institutions and organizations of civil society that are participants in the work of coordination bodies *Baseline*: A proposal for a justice fund in preparation *Target*: 10 international agencies, five State institutions and five organizations of civil society Number of working groups and officials trained *Baseline*: Non-systematic activities *Target*: 20 working groups Improved communication (recognition and criticism) between organizations of civil society and State bodies responsible for the promotion and protection of human rights		0.1 TRAC (core) 2.0 BILAT 2.0 CS

	Training and support are provided to the national public institutions responsible for transitional justice, in order to increase their capacity to prevent, address and investigate crimes arising from the internal violence.	Number of international cooperation agencies, State institutions and organizations of civil society involved in the work of coordination bodies *Baseline*: A proposal for a justice fund in preparation *Target*: 10 international agencies, five State institutions and five organizations of civil society		0.1 TRAC (core) 2.0 BILAT 2.0 CS
		Number of working groups and officials trained *Baseline*: Systematic activities *Target*: 20 working groups		
		A State policy on transitional justice is being formulated Improved management indicators in the Human Rights Unit of the Attorney-General's Office and in the courts that specialize in human rights cases		
Support for the reform of the political and electoral system is provided through projects involving political, technical and social dialogue ***Indicator*: Degree of consensus that there has been progress in the national political reform process** ***Baseline*: Initial study/ survey**	A forum is being established and supported with a view to technical dialogue and public consultation regarding proposals for political reform in Colombia and political parties' and State bodies' cooperation with and support for the implementation of action plans concerning the agreed reforms, while promoting the media's active role in encouraging democratic governance.	Extent of the concerned parties' representation and continued involvement in the process *Baseline*: There is no forum, only the individual desire of five parties *Target*: Political forum in operation for 20 months with four of the five parties which hold the most seats in Congress participating Percentage of activities offered and supported by the United Nations system as part of the parliamentary and governmental debate on political reform issues *Baseline*: Half are supported; none are offered		0.1 TRAC (core) 1.0 BILAT 0.3 TTF 5.0 CS

Target: Agreement by 70 per cent of political and social leaders that there has been progress in reforming the political and electoral system		*Target*: 30 per cent offered, 80 per cent supported Degree of social, community, regional and thematic coverage of the consultative activities carried out *Baseline*: No consultations have been carried out *Target*: Five regions, including 10 departments, concentrations of party members and organizations of civil society, acknowledge that they have been involved Number of parties and State institutions that have formulated action plans for the reforms and are receiving technical assistance *Baseline*: Non-systematic activities *Target*: Five parties, three State institutions Number of media entities and press NGOs involved *Baseline*: Four entities *Target*: 10 entities		

Area: Development, peace and reconciliation				
UNDAF outcome: National and regional capacities have been improved with a view to strengthened democratic institutions, peacebuilding, promotion of coexistence, human development and restoration of victims' rights using a differential, reconciliatory approach				
Peacebuilding				
Social and institutional initiatives for non-violent conflict resolution, strengthened democratic institutions and promotion of coexistence are being promoted *Indicator 1*: Initiatives for the strengthening of various peace and development institutions *Baseline*: 0 *Target*: One national initiative	Support and training have been provided to organizations of civil society in order to increase their participation in and impact on the design of public policies, activities and programmes aimed at strengthening democratic institutions, peacebuilding, promotion of coexistence, human development and restoration of victims' rights using a differential, reconciliatory approach.	Extent to which supported organizations of civil society have been strengthened Number of forums for the formulation of peace plans, activities and programmes in which organizations of civil society participate Extent of impact of organizations of civil society in the formulation of peace plans, activities and programmes	High Commissioner for Peace Acción Social, regional authorities, DNP, INCODER, Office of the Vice-President OHCHR, UNODC, UNESCO SIDA, AECI, ACCD, Netherlands, Italy, Switzerland, Norway, Canada ANUC, Group of 24, private sector, ADEL, peace initiatives and movements, organizations of civil society engaged in the London-Cartagena Process, development and peace programmes, political parties Regional and national universities	1.5 TRAC (core) 3 0.2 FSH 0.2 MDGF 3.8 BILAT 2.0 CS
Indicator 2: Number of cooperative peace and development initiatives strengthened in each of the regions covered *Baseline*: 0 *Target*: Three regional initiatives	Local, regional and national public institutions have been provided with support appropriate to their capacities with a view to the design of public policies, activities and programmes on issues related to development and peace.	Number of development and peace plans formulated and/or implemented with the participation of the interested parties Number of peace plans formulated using a differential, rights-based approach		

	Efforts are made to encourage the establishment of forums for dialogue and cooperation with a view to social and economic development, including rural development alternatives, between communities in situations of violence and the relevant agencies	Number of forums for dialogue and cooperation established Number of sustainable rural development alternatives identified in cooperation with the relevant bodies		
	Comprehensive peace and development strategies have been designed, formulated and implemented within the framework of the ART-GOLD-REDES Initiative.	One pilot programme being implemented under the ART Initiative in the department of Nariño 15 binational projects to reduce the impact of the conflict along the border with Ecuador are implemented and supported National and regional comprehensive human development initiatives are implemented and supported in various parts of the country, encouraging the active participation of local communities		0.1 FSH 0.1 MDGF 0.3 TRAC (core) 3 1.1 CS 0.8 BILAT
	Civic organizations and the media have been provided with training and support for appropriation and promotion of a culture of peace in Colombia; and reports containing analyses of and information on problems related to the internal violence generated by the conflict with illegal armed groups, and on opportunities for	Peace education being formulated and implemented Number of alliances for peace established with the media Number of reports, studies and other publications produced		0.1 FSH 0.1 MDGF 0.5 TRAC (core) 3 2.3 CS 1.7 BILAT

	strengthening democratic institutions, peacebuilding and the promotion of coexistence, have been prepared.			
Risk reduction and mitigation of the effects of direct and structural violence				
Vulnerable and marginalized groups and those affected by the situation of internal violence generated by the conflict with illegal armed groups are socially, politically and economically empowered. *Indicator 1*: An increase in the number of assets which vulnerable groups own or control *Baseline*: 50 per cent of the supported vulnerable groups socially and economically empowered *Target*: 100 per cent *Indicator 2*: Regional policy agendas developed by groups of young people, Afro-Colombian women, indigenous people and rural dwellers in cooperation with the relevant local public institutions	Organizations of civil society and other bodies receive training, and support is provided for programmes and projects related to all aspects of demining, prevention of recruitment to illegal forces and assertion of the rights of displaced populations. Sustainability and livelihood opportunities are created with a view to the economic and social recovery of vulnerable and traditionally marginalized groups (young people, women, Afro-Colombians, indigenous people and rural dwellers), including by empowering their organizations. Pilot strategies are implemented with a view to entry into the labour market by vulnerable groups that are subject to discrimination	Number of regional public policies formulated to address the problems of mines and displacement Number of projects for young people supported Number of children benefiting from supported projects for young people Number of social and economic initiatives for vulnerable groups supported Number of initiatives supported to multiply the effects of investment resources. Total number of initiatives supported (disaggregated by vulnerable group and weighted for the total number of beneficiaries) Extent of empowerment of supported organizations of vulnerable groups Number of actual initiatives for the entry of vulnerable persons into the labour market (number of jobs)	Acción social, regional authorities, DNP Office of the Vice-President UNHCR, FAO, WFP, UNICEF, UNFPA, UNIFEM, ILO, International Organization for Migration (IOM) SIDA; AECI; ACCD; Netherlands; Italy; Switzerland; Norway; Canada; unions; farmers', indigenous people's, women's, Afro-Colombians' and young peoples' organizations; development and peace programmes and international NGOs	0.2 FSH 0.2 MDGF 1.0 TRAC (core) 3 3.3 CS 2.4 BILAT 0.1 BCPR 0.2 CS 0.2 BILAT

Baseline: 0 *Target*: Six regional policy agendas developed	Activities aimed at ensuring access to and protection and restitution of productive assets in areas affected by the internal violence generated by the conflict with illegal armed groups are being supported.	Number of victims of the conflict with access to asset restoration programmes Number of assets restored (quantity and value)		0.1 TRAC (core) 3 0.2 CS 0.2 BILAT
	Activities that take into account the differential effect on women of the internal violence generated by the conflict with illegal armed groups are being added and women are being encouraged to participate in the strengthening of democratic institutions, peacebuilding, promotion of coexistence and reconciliation in both civil society and State institutions.	Number of institutions that have adopted specific differential perspective measures Programmes and forums that include the supported women's networks		0.1 TRAC (core) 3 0.5 CS 0.3 BILAT
Victims and reconciliation				
The memory and dignity of victims of the violence generated by the conflict with illegal armed groups are preserved through truth, justice, compensation and reconciliation programmes consistent with international standards *Indicator*: Report on progress in the recovery of historical memory of human rights violations committed during the internal violence	The truth, justice and compensation programmes are supported. Support and training are provided to national compensation and reconciliation bodies with a focus on the implementation of comprehensive victim care strategies. Efforts to support victims and help them organize with a view to the	Total number of victims identified in the region (description) Number of organizations established and/or supported for victims who, because of their situation, are eligible for the truth, justice and compensation programmes Number of regional proposals that incorporate the proposals of victims' organizations	High Commissioner for Peace, High Commission for Reintegration, CNRR, Office of the Ombudsman, Attorney-General's Office, Prosecutor's Office, UNHCR, OHCHR, OCHA, IOM, UNIFEM, ILO, ASDI, AECI, ACCD, Netherlands, Switzerland, Norway and Canada Unions Victims' and human rights organizations	0.5 TRAC (core) 3 0.1 FSH 0.1 MDGF 1.5 CS 1.1 BILAT 0.1 TRAC (core) 3 0.5 CS 0.4 BILAT

generated by the conflict with illegal armed groups *Baseline*: Collection of accounts and experience *Target*: A consolidated report	formulation and implementation of effective transitional justice mechanisms are supported and encouraged. Rehabilitation and community development projects are promoted as the sustainable outcome of community reintegration and reconciliation projects in the regions. Social conflict management and resolution programmes are supported and enhanced in order to strengthen democratic institutions and to promote coexistence and reconciliation in the regions.	Number of victims' organizations supported and strengthened Number of victims with access to transitional justice mechanisms Justice and coexistence for peace strategy/fund in operation Number of reintegration and reconciliation initiatives supported Number of reintegration and reconciliation initiatives established Number of regional reintegration plans being implemented Number of DDR reports supported Number of labour market entry strategies developed and implemented Number of projects and initiatives promoted and/or supported	Peace movements, development and peace programmes, NGOs and churches	0.2 TRAC (core) 3 1.0 CS 0.8 BILAT

Annex II

Acronyms

ACCD	Catalan Agency for Development Cooperation
ACOPI	Colombian Association of Small Industries
ADEL	Local Economic Development Agency
AECI	Spanish Agency for International Cooperation
ANDI	National Association of Industrialists
ANUC	National Association of Tenant Farmers
ART	Thematic and Territorial Human Development Networks Support Programme
BCPR	Bureau for Crisis Prevention and Recovery
BILAT	Bilateral cooperation
CAFAM	Family Compensation Fund
CNRR	National Reparation and Reconciliation Commission
CONPES	Council for Economic and Social Policy
CS	Partial funding from the Government
DANE	National Statistics Department
DANIDA	Danish International Development Agency
DANSOCIAL	National Administrative Department for Mutual Economic Support
DAP/DPAE	Office of Prevention and Urgent Care, Bogotá
DDR	disarmament, demobilization and reintegration
DFID	Department for International Development (United Kingdom)
DNP	National Planning Department
ESAP	School of Public Administration
FSH	Human Security Fund
FUNCARBON	Fundación Colcarbón
GEF	Global Environment Facility
GOLD	Governance and local development
GTZ	German Agency for Technical Cooperation
IDB	Inter-American Development Bank

IDEA	Environmental Studies Institute
IDEAM	Hydrology, Meteorology and Environmental Studies Institute
IGAC	Agustin Codazzi Geographical Institute
ILO	International Labour Organization
INCIDE	Citizen's Local Democracy Initiatives
INCODER	Colombian Institute for Rural Development
INVEMAR	Marine and Coastal Research Institute
KEDAHDA	KEDAHDA Corporation (mining)
MDG	Millennium Development Goal
MDGF	MDG Achievement Fund
NGO	Non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the United Nations High Commissioner for Human Rights
OSSO	Seismological Organization of Eastern Colombia
PAHO	Pan American Health Organization
REDES	Reconciliation and Development Programme
RHDR	Regional Human Development Report
RINDE	Decentralization Initiatives Network
SENA	National Training Service
SIDA	Swedish International Development Cooperation Agency
SNAPD	National System of Comprehensive Care for Displaced Persons
TTF	Thematic trust funds
UAEPNN	National Parks Administration
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund

UNIDO	United Nations Industrial Development Organization
UNIEXTERNADO	Universidad Externado de Colombia
UNIFEM	United Nations Development Fund for Women
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
WTO	World Tourism Organization